



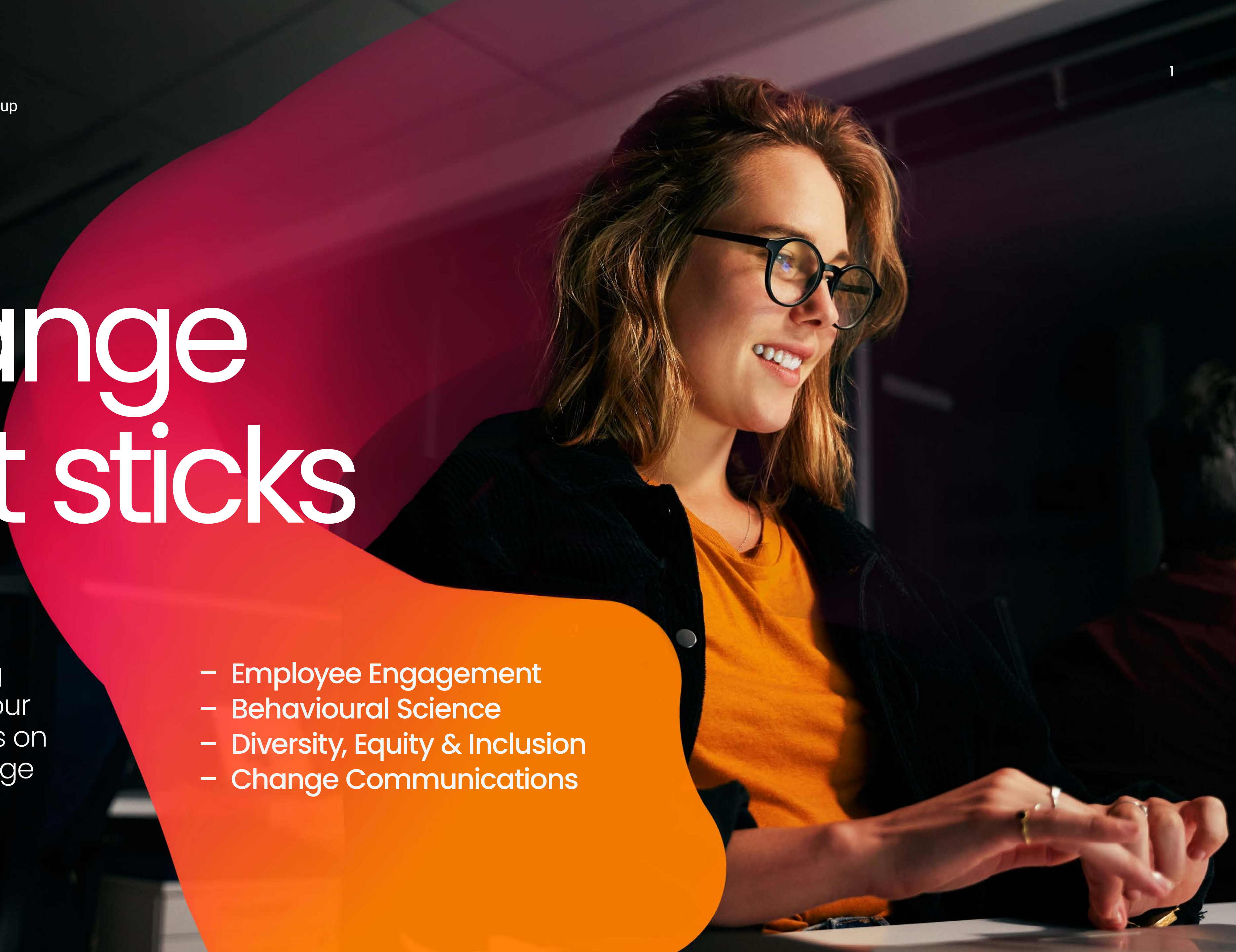
A division of The Creative Engagement Group

Let's create

change that sticks

Advice on engaging and empowering your people, from experts on the frontline of change in healthcare.

- Employee Engagement
- Behavioural Science
- Diversity, Equity & Inclusion
- Change Communications



Your change challenges

We're working with some of the world's leading healthcare businesses to make difficult changes happen. You're probably facing some similar challenges:

- Supporting field teams to have better conversations with HCPs.
- Engaging people with hybrid working and vaccine confidence.
- Evolving your internal communications for the new hybrid working world.
- Enabling leaders to communicate using cutting-edge virtual event platforms.
- Using smart technology to give remote staff critical new skills.
- Establishing new learning habits to ensure people can deliver in the right way.
- Educating HQ teams on why and how to adopt new systems.
- Developing more effective manufacturing site communications networks.
- Inspiring thousands of people around the world about new products.

Your audiences

Technologies, expectations, strategies, structures, systems, working patterns... change is coming at people in healthcare from every direction. Many managers and employees are struggling. We need to help, inspire, and empower them to meet new and growing expectations.

Our experience and analysis reveal eight (yes, eight!) behavioural or cultural aspirations common across many different types of healthcare business. On the next page are the eight ways in which employees are increasingly expected to think and behave - described using words taken directly from the companies themselves.



It's virtually impossible to be all of these things at the same time. We need to think carefully about what we do and say to help people meet these expectations.

1**Be innovative**

Ingenious inventors, reimagining what's next & making breakthroughs

2**Be accountable**

Own outcomes & actions, be empowered & "unbossed"

3**Be learners**

Be curious, with a desire to constantly develop

4**Have integrity**

Be responsible, caring & always do the right thing

5**Be inclusive**

Be open & respectful, listen, help others to succeed

6**Be 'patient-first'**

Put the patient at the centre of everything you do

7**Be brave**

Speak up, take smart risks, be entrepreneurial & push boundaries

8**Be collaborative**

Be a team player, work with others across boundaries & siloes

The cultural challenges are immense, the stakes are high, the potential rewards huge. Here are views from 7 experts on how to engage, excite, and empower your people.

1

Embrace a new era of enhanced virtual employee listening

Hillary Brown, Senior Engagement Consultant & Research Lead, looks at how healthcare businesses can make use of user-friendly virtual tools that provide us with better employee listening environments.

2

Elevate science to really help people change their ways

Guy Champniss, Behavioural Science Unit Lead, TCEG, offers insights on the practical application of behavioural science in healthcare organisations to affect real culture change.

3

Amplify your purpose to create the energy for change

Jason Frank, Senior Employee Engagement Consultant, talks about taking the opportunity to create renewed energy by telling stories that remind people why they do what they do.

4

Equip those who lead and manage to be the culture enablers you need them to be

Elizabeth Bryant, Senior Employee Engagement Consultant, shares some pragmatic advice on how you can begin to turn on the cultural and communication potential of your management community.

5

Embed a change mindset to empower and propel your workforce

Carol Feinberg, VP, Change Communications, Engagement Consultant, Forty1 North America shares her perspective on how change needs to be part of how we work, rather than a disruptive force to be managed.

6

Let's bring Diversity, Equity and Inclusion into the change mainstream

Luke-Matthew Iveson, Head of Diversity, Equity & Inclusion, talks about why and how we need to tackle DEI in a way that is more joined up with our other change programmes.

7

Keeping your people engaged in a hybrid world

Kristen Erickson, Principal Engagement Consultant & VP, Forty1 North America shares her thoughts on how healthcare companies can be effective at engaging their people despite the challenges of hybrid and remote working.

1

**Hillary Brown**Senior Engagement
Consultant & Research Lead

Embrace a new era of enhanced virtual employee listening

“Listening won’t solve all your problems, but it does offer a chance for your people to safely share their voice, increase their connection to the organisation and build a better employee experience.”

With hybrid working becoming the norm for many, and a continuing move to borderless entities, connecting with people, and understanding employee sentiment, has never been more important. With a rise in flexible and remote working and a heavy reliance on video platforms to connect, this has resulted in workers starting to feel they are no longer being heard and a need for organisations to work harder.

An evolved listening environment

Despite the exponential increase in digital platforms, tools and ways of working, listening to employees has evolved at a slower pace. Sixty per cent of employers have increased listening efforts during the pandemic but less than a third use formal listening approaches*. Traditional surveys or quantitative approaches still take precedence, despite criticisms that they are too infrequent to obtain accurate sentiment, too slow to get results to act upon and cumbersome for employees.

Technology x the human touch

Giving people a platform to speak, and understanding what motivates people (and importantly, how to act upon these insights) is critical to engaging

employees. When a person feels listened to they feel a greater level of satisfaction and connection to the organisation.

That’s why we’ve combined the best of technology and human psychology to source best-in-class listening tools, which, in combination with our research expertise delivers rich insights and practical recommendations in response to what the data tells us.

With a user experience comparable to the expectations of the modern world, we put our participants at ease, provide anonymity and equity in voice. Our methods have been proven time and time again to deliver in a way that resonates - no corporate jargon, thoughtful question structuring, and no long and arduous form filling. We make it our job to understand the wider context; to design and deliver the right insights through an engaging format; and to inform your strategy.

Without a robust employee voice strategy, you risk increasing the disconnect between employer and employee. We are here to help you in your approach to listening in turn supporting higher engagement, lower attrition and inspiring your workforce toward the development of a more magnetic culture.

*Willis Tower Watson

Employee Listening 3.0 – Real insights. Virtual delivery.

Accelerated, customized, psychologically safe employee listening & conversations

Based on experience from over 50 virtual research exercises for clients in 2021



2



Guy Champniss Ph.D
Behavioural Science Unit
Lead, TCEG

Elevate science to really help people to change their ways

“In the fast-changing world of healthcare there’s never been a greater need for employees to adapt their behaviour, enabling them to work in new ways, learn new skills, and have new types of conversations. With the stakes so high and the margin for error so small we need a more science-based and data-driven approach to engaging and empowering healthcare employees to change and excel.”

‘Physician heal thyself’ aptly captures the need for precise and rigorous employee engagement and change strategies within healthcare. As an industry we are focused on helping patients live their best lives, yet we are at risk of diminishing the very asset that enables us to deliver on this promise.

Precise and rigorous strategies start with enlightening insights into how your teams function, how they’d like to function and the environment they need in which to thrive. It’s as much about the social as it is the psychological, with an elaborate interplay between individual, group and organisational culture.

Looking through a behavioural science lens enables us to pinpoint the real human motivations and barriers, so we can deliver more meaningful and lasting impact from investments in communications, engagement and change programmes. And by applying proven techniques from the world of behavioural science we can choose precisely the right kinds of tactical interventions to really influence behaviours.

Behavioural Science – 3 times a day, after meals

Well, maybe not, but experience tells us that it’s simply not enough in the context of a rapidly changing industry and workplace, to focus on content and experiences. We need to recognise the critical importance of orienting and sensitising individuals and teams to the more visible aspects of an engagement strategy.

Want to have teams draw on a new content library? Need MSIs to use a new framework for HCP discussions? Aspire to have teams be more creative? In each case, the principles of behavioural science enable us to not only deliver that initial change in attitudes, behaviours and performance, but to also systematically put in place structures and processes that maintain these changes to form new long-term behaviours and lasting impact across the business.

How can you apply behavioural science to your challenges?

Behavioural science is built on careful, non-judgmental observation of how people actually behave, and gives us robust and often surprising insights into why humans think and behave as they do. It offers us incredibly useful perspectives on what conscious and unconscious drivers shape our willingness and ability to collaborate, to change, to listen, to care, to learn - to be the people we are at work. It enables us to take pragmatic action - big and small - to create lasting and measurable change in attitudes and behaviour.

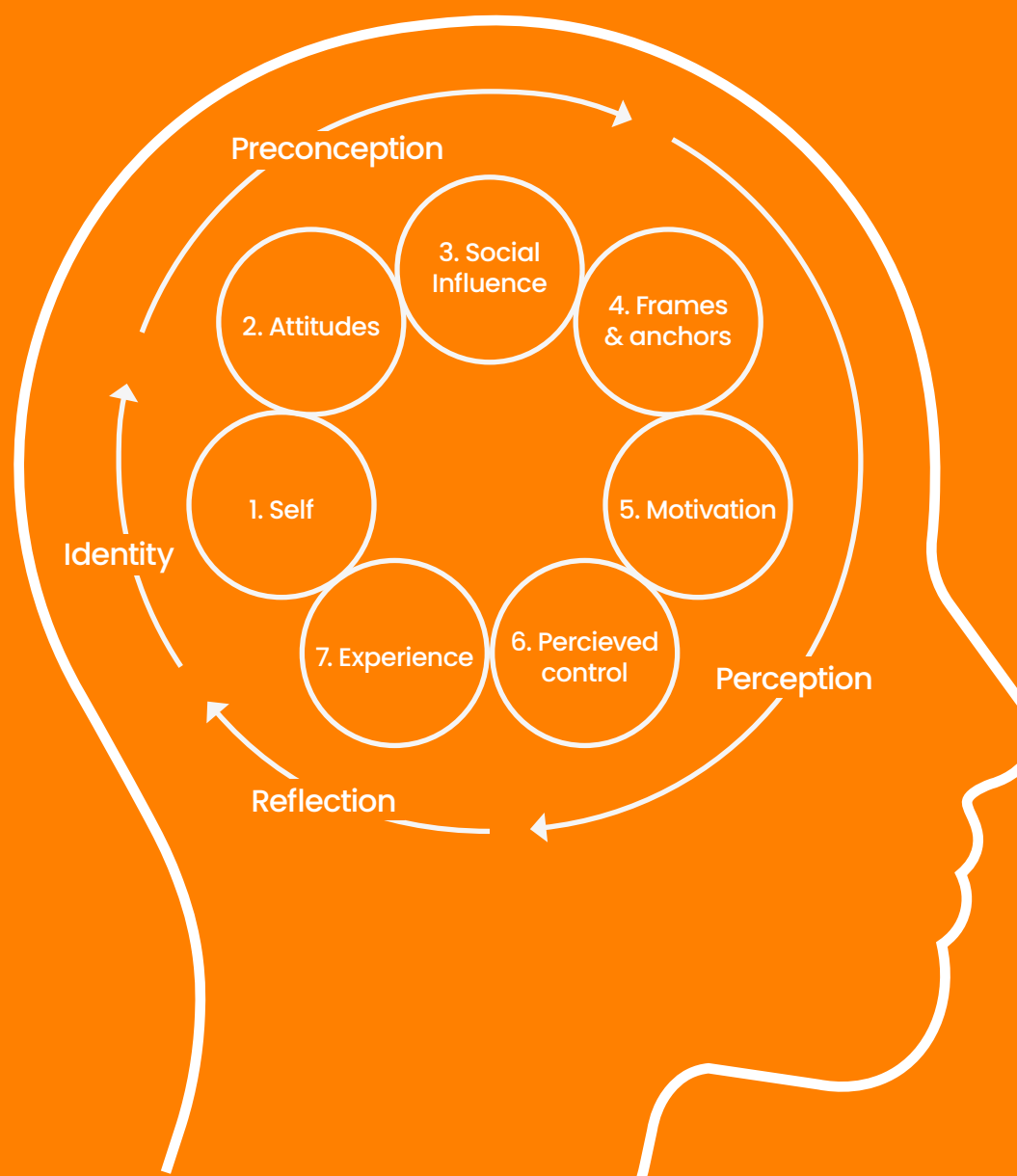
Our proven tools and methodology are based on years of experience in the field with a fascinating variety of organisations within the healthcare sector and way beyond.

“It doesn't matter how much we invest in world-class learning, we have to understand how we can help our people to change their attitude, and develop new learning habits. Behavioural Science has been the key.”

Learning Leader, AstraZeneca

Insights

7 Drivers Framework
Our proprietary insights model



Interventions

Science-driven design and implementation of the optimal...

- Words & images
- Stories
- Experiences
- Learning
- Workshops & events
- Carrots & sticks

Impacts

At the heart of our Behavioural Science model is a robust framework for measuring the nuances of the impacts of our different interventions. With the data we learn, adapt and optimise.





Jason Frank
Senior Employee
Engagement Consultant

Amplify your purpose to create the energy for change

“Change is all about belief, emotion and energy. There’s nothing quite like the power of real-life stories demonstrating the positive impact of what you do, to help get you out of bed in the morning, and make change really happen.”

A quick analysis shows that purpose statements tend to be pretty generic across the healthcare industry – focusing on transforming the lives of patients. In that context, in a recent workshop with a senior healthcare leadership team we found ourselves discussing how to give a purpose statement more genuine day-to-day meaning and relevance for employees. We agreed that when it comes to differentiating in the battle to inspire and hire the best people, there is a need to constantly demonstrate that your purpose is relevant and authentic through role modelling, recognition and storytelling.

Intrinsic motivation

When used thoughtfully we know that an inspiring purpose can create real intrinsic motivation for employees, and a powerful sense of belonging. Together these can create tangible energy within an organisation – something that is currently a challenge amongst many Zoom/Teams-fatigued workforces.

As we experienced with the UK division of a large pharmaceutical business, in times of adversity it can be particularly valuable to re-connect people with your purpose. We told emotive stories to demonstrate that real people’s lives are changed

for the better by what employees do. Heart-felt letters of thanks from patients were used to create a renewed sense of pride, motivation and connection to patients amongst a workforce that had experienced some traumatic restructuring.

The power of stories

So, when the going is hard, when physical and mental resources are depleted, don’t under-estimate the cultural power of stories that move the heart, helping to enhance an individual and collective sense of purpose. Even better if some of those stories come from leaders or from patients, and when they recognise and celebrate the contribution of more junior team members.

The thought that our work really matters to people other than ourselves is core to the very meaning of work for most of us humans.

4



Elizabeth Bryant
Senior Employee
Engagement Consultant

Equip those who lead and manage to be the culture enablers you need them to be

“Expectations of line managers have expanded dramatically, and this has accelerated during the pandemic. They are expected to be effective communicators and coaches, as well as supporting their team’s performance, development, and wellbeing. How can we support managers to step confidently into this vital role, and enable the change we want to see?”

Line managers have always been vital to the success of an organisation. But the pandemic raised the stakes. The shift to hybrid and remote working, and an expectation of exemplary leadership from your team and superiors piled on the pressure. Many line managers didn't even sign up for a leadership role – they are there because of their technical excellence.

We've been putting a lot of thought into this vital community of leaders, who can so often be cultural blockers rather than enablers. How can we create a positive, powerful flow of communication and behaviour? And how can we do that for all employees, not just the ones with ready access to a laptop? We've developed a modular, insights-driven and collaborative approach to support line managers in becoming the cultural enablers every organisation needs. The critical success factors are:

Insights

How are line managers finding it? Are they aware of these increased expectations? How does that manifest day to day? We find out through a series of easy-to-implement, psychologically safe online focus groups, supported by specialist tools and facilitators.

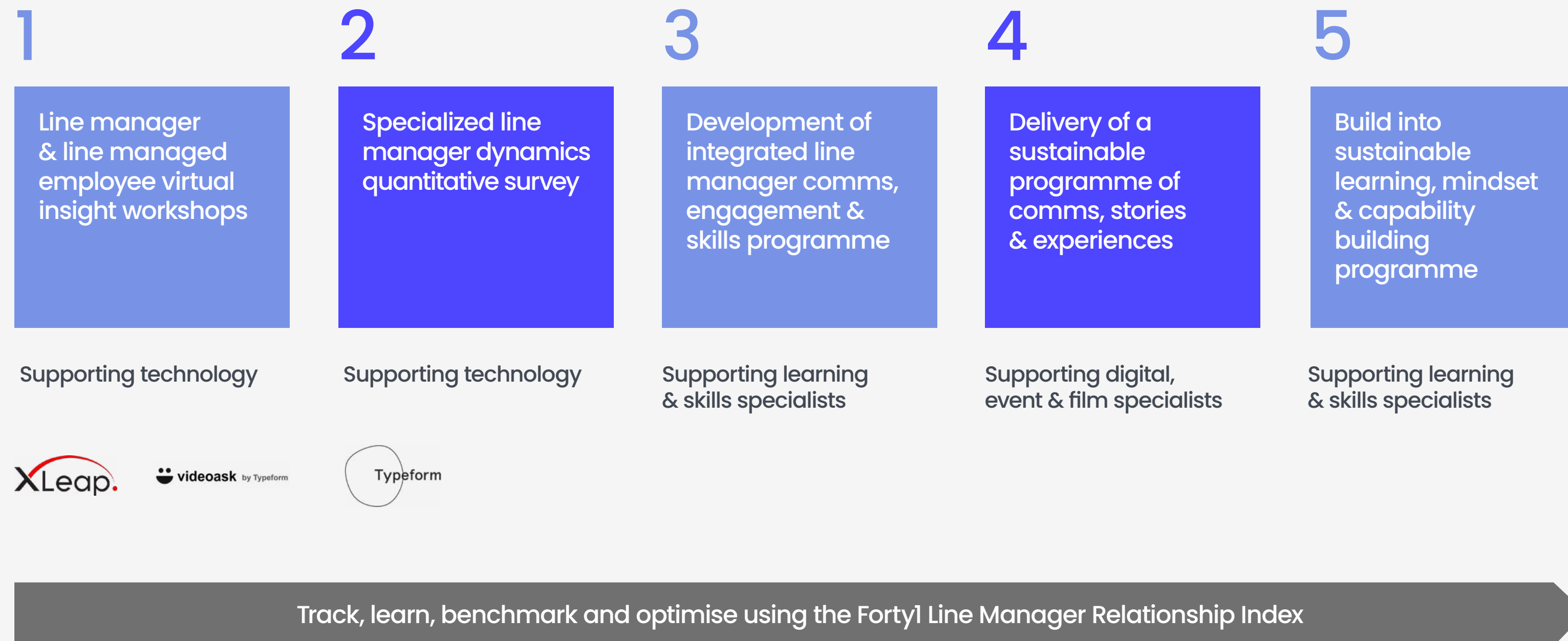
Benchmarking

Using our proprietary 'Line Manager Relationship Index' we survey your line managers to ask deeper, more revealing questions. This isn't about their understanding of strategy, but about how well the relationships between line managers and reports are working. Crucially, line managers answer in their capacity as a leader, and as a report – giving us a balanced view.

Inspire, educate and equip

We develop tailored line manager communications, content and experiences to articulate new expectations, provide interactive content and learning experiences, and create a community of line managers who can share ideas and experiences.

Our 5-step process to empowering those who manage and lead to be cultural enablers



5

**Carol Feinberg**

VP, Change Communications,
Engagement Consultant,
Forty1 North America

Embed a change mindset to empower and propel your workforce

“Everything. Changes. All the time. When change responsiveness is woven into every employee experience, it becomes the ‘way we work.’ People have the courage and confidence to achieve, grow and take action.”

To say the world has changed could be the understatement of the century. In almost every aspect you can think of, in both our personal and professional lives, we need to do things differently... adapt... redo.

In business, when we react to change with confidence, take on the risks with bravery and move ahead with anticipation of what's next we create change that sticks and employee experiences that mean something. When your business is helping people by providing life-changing medicines, therapies or devices how you reach them, their caregivers and healthcare professionals could not be more important.

If change is everywhere, where do we start?

Going back to Hillary's point in part one - listen first. When given the opportunity and the psychological safety to do so, people will let you in. They will tell you about the barriers, the options, their vision and what's important to them. Whether they are on the frontlines delivering to HCPs and ultimately patients, or at the headquarters, employees are driven by the passion to make a difference.

Combining their voices with our expertise in understanding behavior provides the ideal combination to deliver strategies, experiences and practical know-how that lead to lasting change.

Insights and interventions lead to impact

When you lead with change responsiveness to co-create meaningful employee experiences, change transforms from a “thing” to be managed to an integral part of the way we work. Employee-driven, sustainable, creating an environment that's agile, anticipatory... even eager to explore new ways to innovate and deliver.

6

**Luke-Matthew Iveson**Head of Diversity,
Equity & Inclusion

Let's bring Diversity, Equity and Inclusion into the change mainstream

"Working in new ways; taking new ideas on board; collaborating in unfamiliar teams. These are the kinds of behaviours that healthcare businesses are trying to encourage in their people as part of change programmes. So many of these behaviours are also essential in building more diverse and inclusive workplaces and workforces. Time to bring things together."

Change takes openness to new ideas and different people. It takes the curiosity to learn, and the courage to push through personal and professional discomfort. Exactly the same can be said of creating more diverse and inclusive cultures. There is so much overlap between delivering a classic change programme, and delivering on DE&I objectives. Both are just change at the end of the day, so why do we tend to think so differently about them? And why are they managed so separately?

Diversity, Equity and inclusivity needs to move from being something of a standalone agenda, department and activity to being managed as a much more connected part of wider business transformation efforts. The people in our change, engagement, HR, L&D and DEI teams should be collaborating more often, combining their different narratives, initiatives and investments to be more coherent, efficient, and impactful.

Collectively we need to help our employees understand that there are some core behaviours that can unlock so much value in our workplaces. We need to align communications, recognition, learning and leadership to help people develop their skills in these areas.

Listening and empathy as the foundation

Our own research and experience tell us that one of the most effective things we can do to help our people feel a sense of belonging and empowerment in the context of relentless change, is to give them regular access to psychologically safe spaces where they can share ideas and frustrations.

Over the last two years we've had some fascinating conversations with employees using the tools discussed on [page 10](#). People are much more likely to change if they get a chance to shape and participate in how that change plays out in their teams and roles on a daily basis. If we tap into their experience we can come up with more relevant and meaningful interventions that will make a bigger difference on the frontline of our organisations.

7

**Kristen Erickson**

Principal Engagement
Consultant & VP, Forty1
North America

Keeping your people engaged in a hybrid world

“Human connection is driven by the need to feel seen and heard, and enabled by authenticity and trust. With our diverse healthcare clients we’re finding new ways to help employees feel connected to their company, leadership and each other, regardless of location.”

With delayed return-to-office plans, cancellation of in-person meetings and heavy sighs at the thought of another virtual happy hour, our healthcare clients are facing challenges to keep employees engaged. Many leaders and communicators are asking: Now what?

Build on what you know

While it may look different for each company, hybrid working is here to stay. And when you think about it, employees at global healthcare companies had been connecting across borders and oceans long before the pandemic. So, build on what you already know works to engage a far-flung workforce: a unified purpose, a feeling of inclusion, and opportunities to celebrate the work your employees do.

Create meaningful experiences

While it may take more intention, it is possible to create moments similar to those that happened naturally or spontaneously in person. Here are some tips:

Be present – Invest the time to stay connected with your workforce – especially if it’s growing – and maintain

traditions that make up the fabric of your culture. We worked with one of our clients to translate a “Where in the world?” programme into a virtual experience, helping to preserve bonds with country teams.

Be human – One of the biggest challenges our clients have encountered has been establishing new ways of working in a remote and hybrid world. There are unspoken expectations – often times that we put on ourselves – that we need to work more hours, fit in more meetings or be available more often. Set realistic standards that feel familiar and comfortable within your company and are flexible enough to shift between remote and in-person working. Most importantly, model the behaviour.

Be consistent – A critical component of an engagement strategy is having line managers on board and part of the process. In our experience, employees prefer to receive information from their managers. But line managers have a lot on their plates. So, it’s important that they feel a sense of ownership and are empowered with the skills and tools needed to be successful. Refer to my colleague Elizabeth’s thoughts on

About Forty1

Delivering the lasting change your business needs in a fast moving, dynamic healthcare environment demands a different palette of skills... configured to your needs.

Forty1 is not like other agencies or consultancies. We have the strategic and creative skills you'd expect – all in-house and in-depth. We also have important additional capabilities that enable you to create more meaningful and lasting change amongst your people (see next page). And it helps that we're part of one of the world's leading specialists in healthcare communications, engagement and experiences – The Creative Engagement Group.



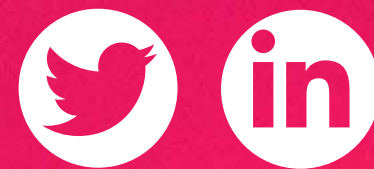
A division of The Creative Engagement Group

Let's talk.

Call: +44 (0) 330 107 1441

Email: hello@forty1.tceg.com

Website: www.forty1.com



Our specialist healthcare partners:



This is the unique combination of expertise we can apply to your challenges. Our clients use different doses and combinations of our specialist skills, based on their needs.

SPECIALIST

Employee Engagement & Change Strategists

to turn research and theories into effective propositions, plans & programmes



REAL

Researchers

experts who can help you really listen, involve and understand your employees



BONA FIDE

Behavioural Scientists

to make sure everything we do is evidence-led, science-based, and creates lasting changes in employee behaviour

AWARD-WINNING

Creatives, Designers & Writers

to create powerful and memorable messages, ideas, campaigns, and materials



INSPIRING

Film-Makers

to tell stories in ways that really move people to think, feel and do differently



INNOVATIVE

Digital Strategists, UX, Designers & Developers

to create content and experiences that educate, involve and inspire employees

WORLD-CLASS

Live, Hybrid & Virtual Event Experts

to create memorable experiences that involve and inspire people



CUTTING-EDGE

Digital Learning Experts

to create virtual content and programmes that help people to learn the new skills they need



EXPERIENCED

Leadership & Management Capability & Mindset Specialists

providing the personal or group capability development to help leaders and managers play their critical roles

● Capabilities you'd expect ● Capabilities that are more unexpected